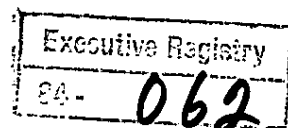


Central Intelligence Agency



Washington, D. C. 20505



Att. ER 83-6024

10 JAN 1984

Dr. Robert J. Murray
Harvard University
John F. Kennedy School
of Government
Cambridge, Massachusetts 02138

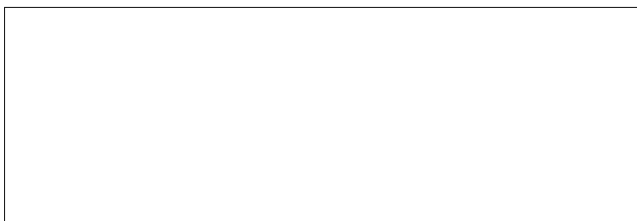
Dear Dr. Murray:

Thank you for your letter of November 30, 1983 which provided details on your plans for the new and interesting National Security Studies Program at the Kennedy School.

STAT I have asked the Agency's new Academic Coordinator, [redacted] to discuss your ideas with the interested components in the Agency to determine how we can participate. We'll get back to you as soon as we have fully explored the matter.

Regarding applications for our summer intern program, I am sorry to report that we have already completed our selections for 1984. We will be in touch with you regarding candidates for the 1985 program.

Sincerely,



Distribution:

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1 - ER

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ER 83-6024

Central Intelligence Agency
Washington, D.C. 20505

15 December 1983

Executive Director

NOTE FOR: D/PAO

- I think this offers an excellent opportunity for some creative thought.
- I'm sending info copies to the DDI and DDA (for D/Pers and D/OTE).
- Follow-up with them (and/or others: we've had a lot of senior officers attend the two week Harvard seminar on national and international security policy) and prepare a response. Maybe an interim, acknowledging receipt and interest in pursuit through Art would be best??

STAT



cc: DDI
DDA

HARVARD UNIVERSITY
JOHN F. KENNEDY SCHOOL OF GOVERNMENT
CAMBRIDGE, MASSACHUSETTS 02138

DIRECTOR, NATIONAL SECURITY PROGRAMS

7
79 JOHN F. KENNEDY ST.
(617) 495-1331

November 30, 1983

STAT

Inspector General
Central Intelligence Agency
Washington, DC 20505

STAT

As you may know, I am the Director of National Security Programs at the Kennedy School. It is a new post and incorporates the Executive Program in National and International Security, formerly run by Doug Johnston. I write to tell you what we are planning at the School and to solicit your advice and support.

The Kennedy School, with the strong support of Derek Bok, has committed itself to making a significantly greater intellectual contribution to national security. I am now formulating a National Security Studies Program for the School which, so far, envisages new activity along the following lines:

- An expanded curriculum which will add to the courses now available in the Cambridge area in the national security field. In particular, this will include new courses on the national security process, defense planning, and systems acquisition. In addition, the development of a core curriculum for students concentrating in the field is a possibility. The idea is to strengthen student capabilities in order to help young people be more useful more quickly in government and military careers.

- New executive programs in national security. The School has been asked by DOD to design an eight-week resident program for DOD people at the O-6/GS-15 level. The first class of about 48 participants will convene in April 1984. (We might later include in this program people outside DOD, thus giving it the broader flavor and additional contacts and perspectives available in the summer national security program.) Also, a second DOD venture, a 2-3 day seminar for people at the Deputy Assistant Secretary level and above will be instituted. This seminar, modeled on the Subcabinet Seminars now run by Harvard and sponsored jointly with the White House, tentatively will begin in June 1984 and occur every six months thereafter.

- New research on broad areas of national security; research which would contribute both to a greater understanding of complex policy and management areas and to solutions for vexing problems.

DCI
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- New national security seminars, one in Washington and one in Cambridge. The Cambridge seminar will be mainly concerned with rounding out student education and research on national security topics. We will invite guest lecturers to dinner for discussion of selected topics, supplementing the seminars already available at Harvard. The Washington seminar is meant to discuss specific policy issues--the export of technology is an example--by meeting over lunch or dinner with a small group of interested people to explore a particular topic leading perhaps to publication of an article.

- Attracting new students to Harvard--people of promise who intend to have a career in the national security field. We hope to have very high caliber people for the new Executive Programs, as we already do for the summer program. Also, we would like to bring additional students with interest in international security to Harvard's graduate programs. I hope we can persuade the military services to send more young officers here for the Master in Public Policy degree (a two-year program), more civilian and military mid-career people for the Master in Public Administration degree (a one-year program), and a few people each year who will be able to stay on for the Ph.D. program. I hope also to create a new category of National Security or Defense Fellowships, which would allow some people to come here for one year with the specific aim of research and writing on consequential national security issues.

I would be grateful for your comments and criticisms of these ideas and would very much welcome other ideas. There is great enthusiasm among students and faculty for a broader and deeper approach to national security, and your thoughts are particularly needed as we formulate our long-term program.

In addition to your ideas on the program as a whole, I need some very practical support of the following kinds. First, I would like to place Kennedy School graduates in useful jobs in the national security field. I solicit your support in identifying job openings for young people next summer on a full-time basis, and also summer internships--preferably paid internships--available to graduate students. If you will try to place a graduate, I will promise you people of ability and energy.

Second, I need your help in identifying promising people at the mid-career point who would be interested in the MPA program. Having done this myself while I was serving in OSD some years ago, I know what a terrific opportunity this program is. Your help in encouraging officers (O-2 to O-4) and promising civilians (GS-11 to GS-14) to seek out the MPA program, and particularly your help in achieving agency sponsorship for them, would be tremendously valuable.

Third, for those of you concerned with young officers intending a career in the military, I ask you to help identify and assign officers to Harvard for the two-year MPP program. West Point, for example, offers graduate opportunities to the top five percent of the graduating class. All services, I believe, allow graduate work for selected officers after the initial field tour. I would like to encourage more officers to choose Harvard.

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Finally, I would appreciate your identifying for me any research opportunities you see in which Harvard could make a constructive contribution. New research, on the right kind of issues, will not only be valuable in itself, but will feed back into the teaching programs and make them more valuable to participants.

I realize this is a heavy burden to lay upon you--especially when, as I know so well, you already have so much on your plate. Still, bringing along promising people is the essence of good management, so I burden you without too heavy a heart, knowing that these efforts will be worthwhile.

With warm regards, I am

Yours sincerely,

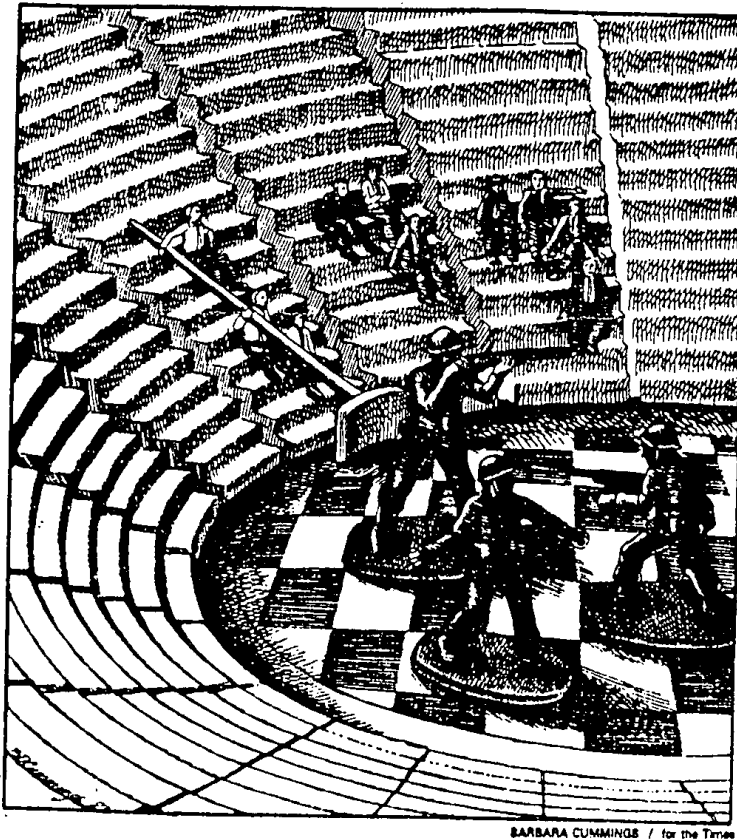


Robert J. Murray

RJM/lb

P.S. We will be organizing an alumni day in Washington in the New Year. I will write you separately on this.

P.P.S. I enclose an article by Jack Burby, a 1983 alumnus, on the Executive Program. Thought you might like to read it.



BARBARA CUMMINGS / for the Times

When Cold Warriors Meet to Talk Peace

By Jack Burby

CAMBRIDGE, MASS.

Harvard University plans to show the world how to avoid nuclear war, a mission so extravagant as to be arrogant anywhere except here at Harvard.

It does not take a Yale graduate, for example, to ask the obvious first question: What do these people, slouching toward Harvard Square with their Topsiders and book bags, know about nuclear war?

If Harvard means to you bricks and ivy and open-air jugglers and string quartets performing in the square after dark, your answer is short: Not much.

There is a better answer inside the John F. Kennedy School of Government, a short walk toward the Charles River from the square, where some of the best teachers at Harvard have been quietly laying a foundation for the extravagant mission with something called the Executive Program in National and International Security.

Most of these teachers have worked in government—in arms control or non-proliferation, as economic or legal advisers, and as top managers. Program director Douglas M. Johnston Jr., for example, spent 10 years in nuclear submarines. Some still divide their time between Harvard classrooms and Washington war rooms, their minds so cluttered with classified information that they often have to stop talking halfway through a sentence.

For the past five summers, the faculty has spent two crowded weeks at blackboards in small amphitheatres lectur-

ing and sparring, in the Socratic sense, with admirals and generals and their civilian counterparts in the State Department, the Central Intelligence Agency, Congress and a range of other federal agencies.

They are the heart of a unique program that lifts cold warriors out of their world of weapons systems and spy satellites and coaxes them into a second look at the rest of the world and at the stereotypes on which decisions too often depend.

Prof. Joseph S. Nye Jr. started one morning class by suggesting that former President Jimmy Carter invented human rights as a cornerstone of American foreign policy. Right? There was no dissent. "By a vote of 300-1," said Nye, "Congress cut off trade with Russia in 1903 because of the immigration policies that covered Jews during the pogroms." The silence around the carpeted amphitheater was broken only by the sound of minds bending.

Nye did not stop there. The lesson was not that there are surprises in history but that national character is a crucial factor in shaping foreign policy. Why did Congress act as it did in 1903?

"We don't like people sticking sticks in other peoples' eyes," said an Army general. "As in Guatemala?" Nye teased. "As in Guatemala," said the general. "You're onto something," said Nye. "For good or bad, we are a moralistic people."

How moralistic? How do you balance morality against other more tangible interests—women's rights, for example, about which this nation feels strongly, in dealing with oil-rich Saudi Arabia, where women have no rights? No tidy conclusions, just something to think about.

Later, the class spent 90 minutes wrestling with two questions posed by political scientist Stanley Hoffmann: Is there any room for ethics in international relations? If so, what kind of ethics?

Prof. Michael Nacht argued that Americans are not as good at thinking regionally as they are at thinking head-to-head with the Soviet Union. To cure that, the class was divided, half invited to look at a problem through Israeli eyes, the other half to think like Palestinians.

Ernest R. May, historian and former dean of Harvard College, lured his class into one trap after another to demonstrate the dangers of misinterpreting history as a base for making decisions or, worse, selecting from history only the facts that fit your case.

Economist Francis M. Bator gave a positively Shakespearean performance of the dismal science for an audience not given to thinking about the workings of the system to whose protection they devote their lives. Archibald Cox, a legend, and Arthur R. Miller, a Socratic cobra, both of the Harvard Law School, showed the other side of journalism to security-conscious people, most of whom arrived thinking that newspapers are at best irresponsible and at worst subversive.

The program is more boot camp than summer school. A crimson loose-leaf binder, three inches thick, holds required reading that begins at the end of nine-hour days of classes and guest lectures and might end sometime before midnight.

But the students—one-third of them with the rank of general or admiral, a sprinkling of journalists, executives of corporations in defense work, intelligence analysts, all with work piling up on desks at home—buckled down like freshmen.

By the final session it was clear that the Washington contingent, which included a general who draws the five-year defense plan for the Marine Corps, another who commands an army, a U.S. senator, Jeff Bingaman (D-N.M.), were giving as much

as they were getting. As historian May emphasized often, the program is a two-way street.

For its part, the faculty was probing the minds of people whom the defense and diplomatic establishments see, by and large, as comers, people with the potential to be chief of naval operations, chairman of the Joint Chiefs of Staff, or the top civil servants in their agencies.

What the faculty seemed to find was a group that already knew enough to look both ways before it crossed a street, that needed only reminders to look beyond crises to the future for opportunities for long-term victories in return for short-term draws.

Prof. Albert Carnesale, who, along with Graham T. Allison, dean of the Kennedy school, Nye, May and others will conduct Harvard's search for nuclear peace, had a message for the class after it had tiptoed through a hypothetical case looking for a way to save the anti-ballistic missile treaty with the Soviets. "There's a lesson here on stereotypes. When our regular students are cast in this case as generals, they say, 'Great! Burn up the treaty and let's go.'"

What the class got in return was a demonstration by the faculty of the brand of intense detachment that the nation will need to think rather than feel its way through global shocks like the destruction by the Soviets of Korean Air Lines Flight 007 that, in the end, ripped the academic curtain that Harvard had tried to drape around the class of 1983.

The Harvard program has been criticized as a merger of elites in education and government who are more interested in managing tensions than in reducing them.

The missile of August made it rather plain that, critics or no, the program has its priorities right. Managing tensions by building better barriers against accidental use of weapons, shaping arms-control proposals to squeeze out all incentives to be the first to launch missiles and improving communications are, for now and as far ahead as you can see, the names of the game. Topsiders and book bags or not, the Kennedy School program has laid a foundation for just such an effort, easily the most important study of our time—how, indeed, to avoid nuclear war.

Jack Burby is assistant editor of The Times' editorial pages.

Some of the best teachers at Harvard have been quietly laying a foundation for an extravagant mission: to show the world how to avoid nuclear war.

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